

Transformation Team Active Initiative Work Plan

VERSION 9-15-15

| <i>Committee/Initiative</i> <i>Initiative</i> <i>Initiative Subset</i> | | <i>Initiative Deliverable</i> <i>(what this initiative will produce)</i> | <i>Target Date of Completion</i> |
|---|---|---|----------------------------------|
| Budget and Allocations of Resources | | | |
| Service-Based Budgeting Program | | | |
| Allocations Process Strengthened | Allocations for all funds provided by July 1--allowing managers to make better informed budget decisions and more effectively manage their resources. | Allocations documents | COMPLETE |
| Execute Park Unit Function Tracking | Expenditure to be tracked at a greater level of detail, which will allow for a better understanding of current expenditures and inform resource allocations in the future. | Park Unit Function tracking reviewed and evaluated for compliance with Service-Based Budgeting (SBB) | COMPLETE |
| | | Current costs (PUF) tables in Fiscal Tracking System (FTS) to be modified to allow Fiscal Year (FY) 2013 & 2014 to report program expenditures aligned with 10 SBB Programs | COMPLETE |
| | | Notification to district administration staff (AO's) regarding the upgrades to the PUF Tables for FY 2015 | August 2015 |
| | | FTS to be modified to add six remaining new SBB program report categories to be used for FY 2015 | October 2015 |
| | | FTS reports run to provide FY 2015 analysis to expenditures in line with SBB Budget statement | May 2015 |
| Development of Budget Architecture | Development of consistent operational tasks, deliverable standards and primary means of implementation. | Tasks, standards and implementation | November 2015 |
| Beta Test of the task-related data collection | SBB data collection system will be tested on a sufficient number of pilot parks and offices. Beta test will determine the effectiveness of the data collection process and inform the Budget and Finance committee on how to best collect the information on a department-wide basis. | Beta test completed on all pilot parks and offices | January 2016 |

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| Service-Based Budgeting cont. SBB Application System -Wide | | Apply budgeting data sets to system-wide approach. | Provide system-wide data for inclusion to larger departmental budget change proposal (BCP) requests | May 2016 |
| Task and cost comparison with comparable parks within the National Park Service (NPS) | | Validate SBB through looking at both a park-to-park comparison, as well as NPS business plans which included task and standards components. | | May 2016 |
| Operations and Human Resources | | | | |
| Establish New District Superintendent Classification | | | | |
| Design and Establish New Classification | | New district superintendent classification that provides greater opportunity for multidisciplinary departmental advancement and outside state service candidates. | Establish District Superintendent I & II Class | COMPLETE |
| Develop Examination for New Class | | Develop and implement an examination for the new classification. | Execute exam | January 2016 |
| Streamline Staff Hiring Process | | Evaluate, redesign, reduce barriers and digitize paper process. | Flow chart for process improvement | September 1, 2015 |
| | | | Final draft flowchart demo and analysis to the Operations and Human Resources committee | September 1, 2015 |
| | | | Final process and flow patterns published to facilitate automation implementation | November 2015 |
| Review Exam Process | | Evaluate and compare DPR exams with CalHR initiative to streamline exam processes and classifications. | Evaluation and recommendation | Fall 2015 |
| Establish a Leadership Program | | Design a leadership development plan that includes a career path, in/out-service training curriculum. | Draft career path and required training framework | September 2015 |
| Approved Leadership Plan | | Fully developed leadership develop plan. | Approved plan | April 2016 |

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| Study the Existing DPR Organizational Structure; Analyze Options and Implement Beneficial Changes; and Align Position Classifications and Qualifications and Organizational Structure | | | |
| Organization Chart Design Criteria | Develop required programs, functions and principles for all levels of organization structures within DPR. | Organization chart architecture | August 2015 |
| Develop Field Organization Chart Models | Based on design criteria, develop organization models for implementation at the field level. | Organization charts | September 2015 |
| Develop Headquarters Organization Chart Models | Based on design criteria, develop organization models for implementation at headquarters. | Organization Charts | November 2015 |
| Relevancy | | | |
| Enhance and Develop Outreach Services to Underserved Communities | | | |
| Develop Pilot Project for New Community Liaison | A two-year demonstration project in a culturally relevant context, providing a learning opportunity to implement outreach and engagement, education and interpretation, and recreational activity programs. | Implementation planning | January 2016 |
| | | Project implementation | July 2016 |
| Unrecognized Promise: The Status of History and Scholarship in California State Parks | UC and DPR will develop college curriculum that will allow undergraduates to begin to explore and research topics and subject matter related to their assigned state park unit. The focus will be primarily on untold themes and stories that have been lost in the master narrative of the park. | Develop partnerships | Fall 2016 |
| | Facilitate peer and public review of existing history and interpretive programs, and DPR history products by capable internal and external historians. Historians will make recommendations on current historical practices. | Recommendations to improve/update existing programs | TBD |

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| Planning and Innovation | | | |
| Develop a New Marketing System - Process Final Marketing Scope and Seek Outside Consultant Request for Quotation (RFQ) Proposal | | | |
| Develop Draft Marketing Scope and Seek Outside Consultant | Develop RFQ and proposal for philanthropic funding. | Draft scope of work for consultant | TBD |
| Final RFQ Language and Proposal | Prepare RFQ document. Send recommendations to executive staff for review/approval. | Final RFQ proposal | TBD |
| Partnerships | | | |
| Review Roles and Responsibilities of the Statewide Support Organizations; Review and Update Policies and Procedures that Enable Partnerships for Park Operations; and Develop Management Structure that Fosters Positive Relationship w/ New and Existing Partners | Create a robust partnership program. | Comprehensive plan for a partnerships program/ function | November 2015 |
| Development of updated departmental policies and procedures | Updated departmental administrative and operational manual policies for Park Operations Policy Group review and recommendation to executive staff. | Draft updated policy | November 2015 |
| Natural and Cultural Resources | | | |
| Increase Partnerships: Identify Research Needs and Develop Best Practices to Protect and Preserve California's Natural and Cultural Resources | Describe visions, programs and best practices to protect and preserve natural and cultural resources. Critically evaluate current efforts, engage cultural and natural resources leaders/stakeholders (e.g. agencies, non-governmental organizations, tribes, universities, etc.) from around the state to identify opportunities to improve restoration and management of California's iconic natural and cultural resources. | Report on current practices; Natural and Cultural Resources Advisory Workgroup | COMPLETE |
| | | Vision document; Recommendations of practices and system changes to improve management | November 2015 |
| | | Projects that demonstrate conservation opportunities | June 2016 |